Campaign Plan Refresh

Marc Kodack
Strategy and Integration Division

29 May 2008

Project Background

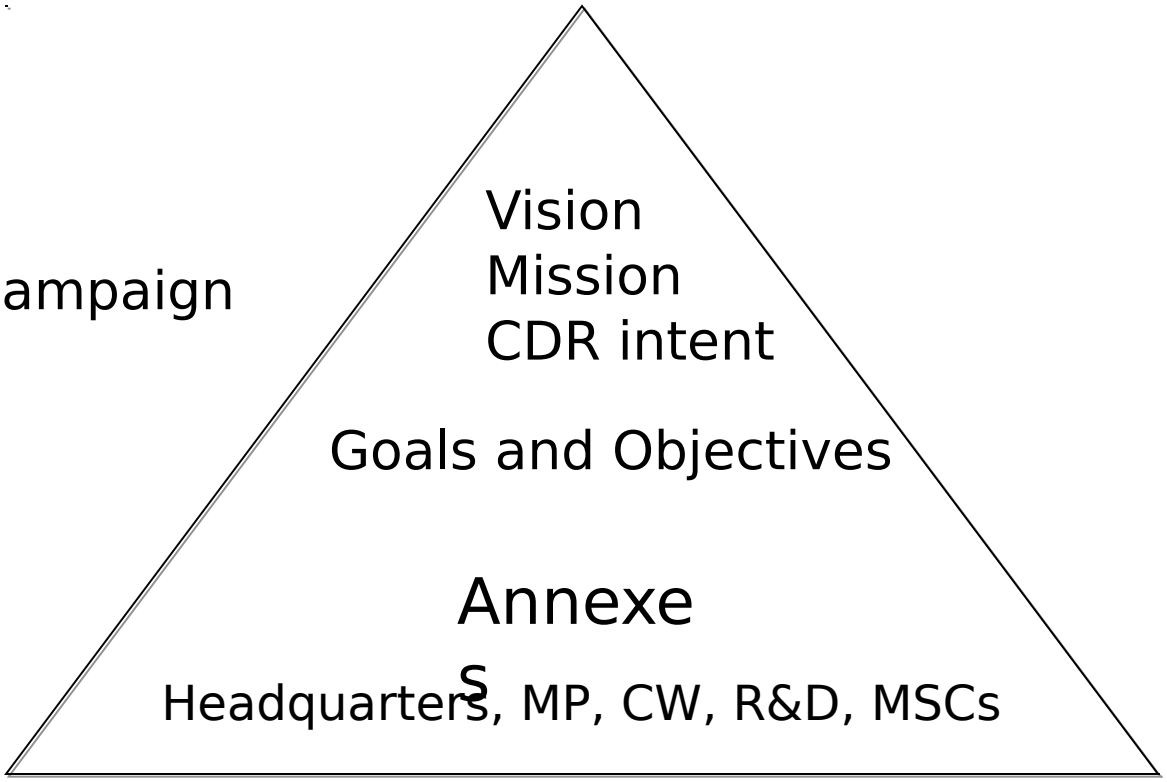
- Made changes to Campaign Plan (2005) to align with CG's priorities
  - Refreshed CP within Good-to-Great framework and USACE priorities and tenets
  - Clear recognition of CG's focus on execution
  - Align with OMB and Army priorities
- Deliverable
  - Approve Campaign Plan, with annexes, at 8 August 2008 Command Council

Campaign Plan Refresh

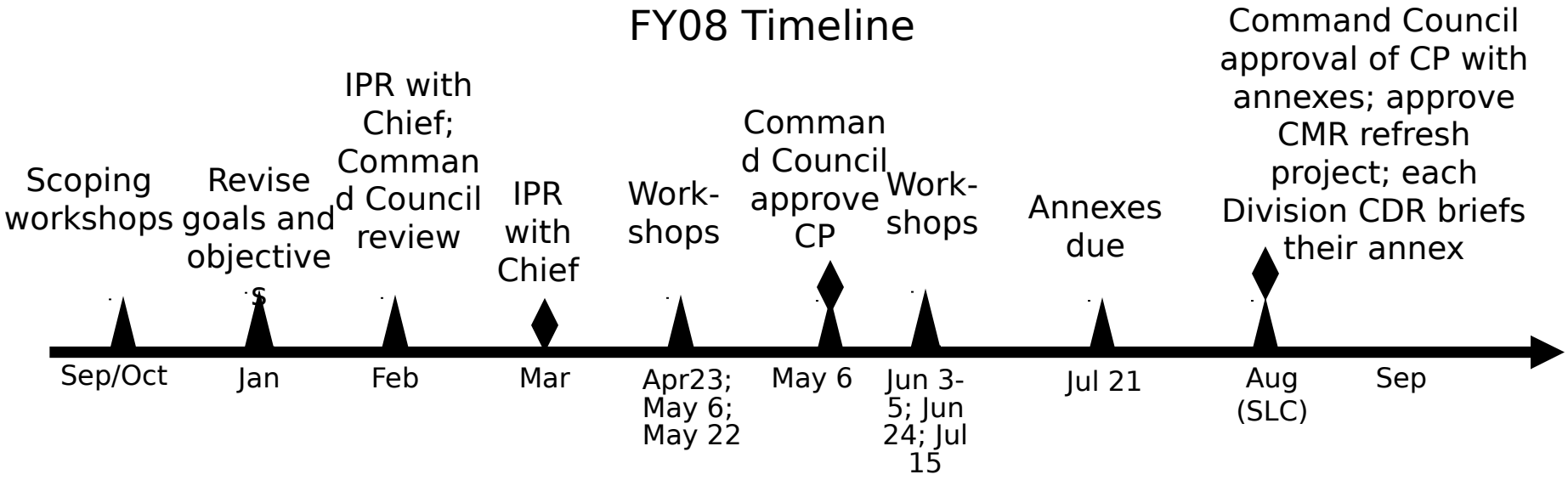
- Sponsor
  - CG
    - Need coherent, comprehensive, measurable Campaign Plan
    - Allow USACE to go from “Good-to-Great”
- Strategic stakeholders
  - CG
  - Command Council
  - National Management Board

USACE Campaign Plan Pyramid

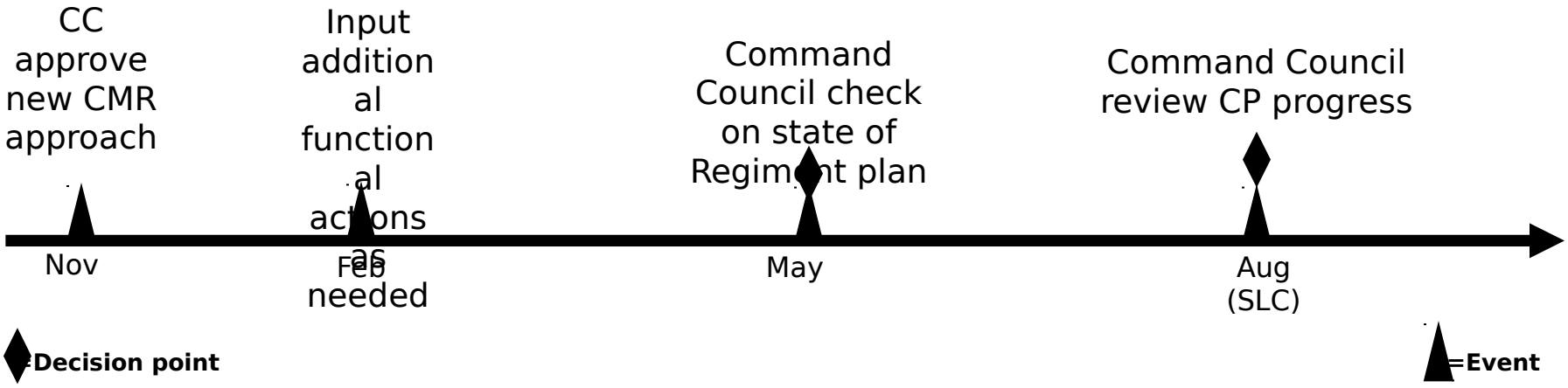
One USACE Campaign Plan



FY08 Timeline



FY09 Timeline



How do we get everyone on the same page? Common annex template

Obj. 1a. USACE is ready, responsive, and reliable in delivering high performance, all- hazard, contingency mission execution in a world-wide theater of operations

Champions: Mr. Ed Hecker and COL Ford

Campaign Plan Annex

Annex template

Action	POC	Key Tasks	Metric	Milestone	Target

How do we obtain unity of effort?

Obj. 1a. USACE is ready, responsive, and reliable in delivering high performance, all- hazard, contingency mission execution in a world-wide theater of operations

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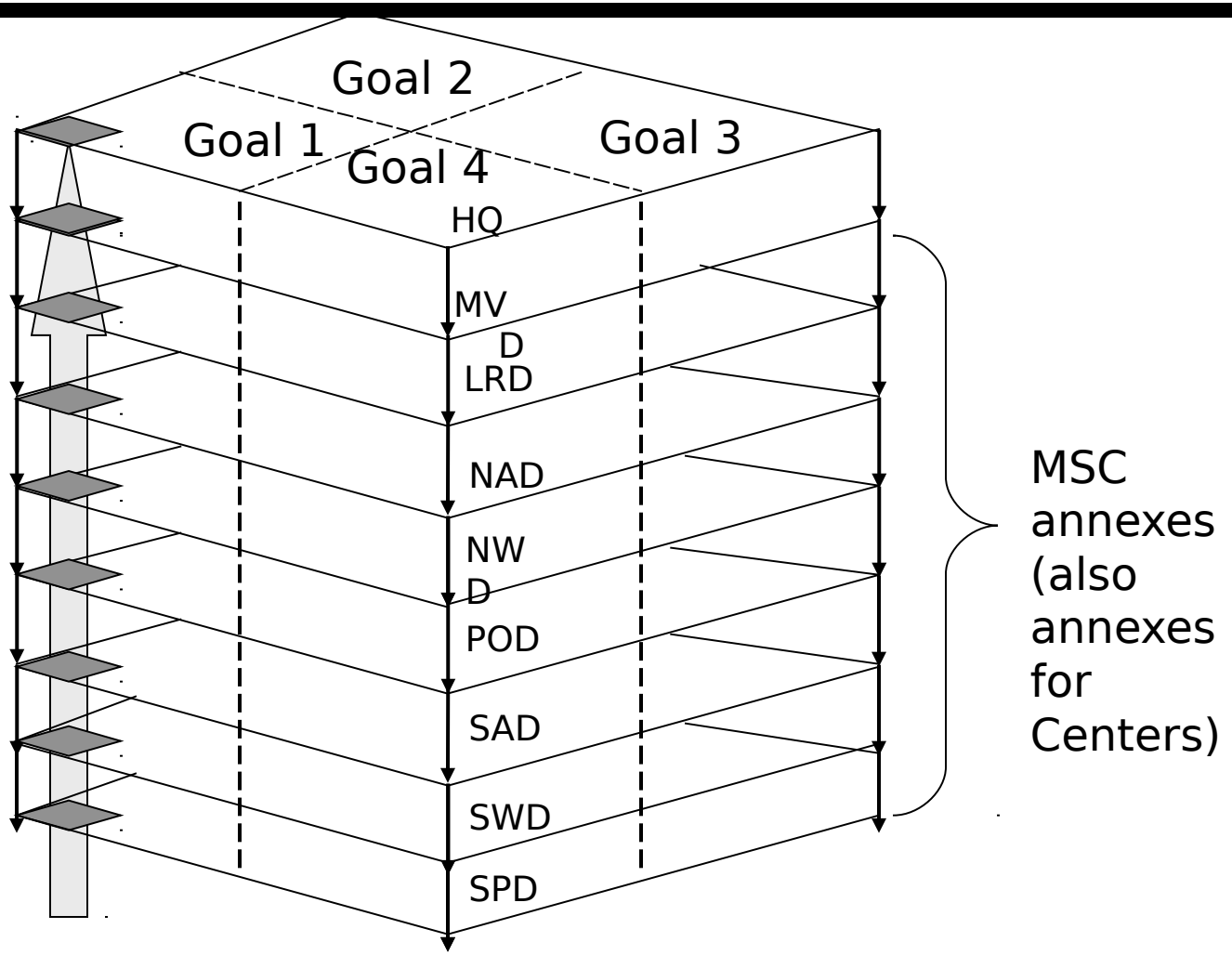

How do we know if we have gone from good to great?

Obj. 1a. USACE is ready, responsive, and reliable in delivering high performance, all- hazard, contingency mission execution in a world-wide theater of operations

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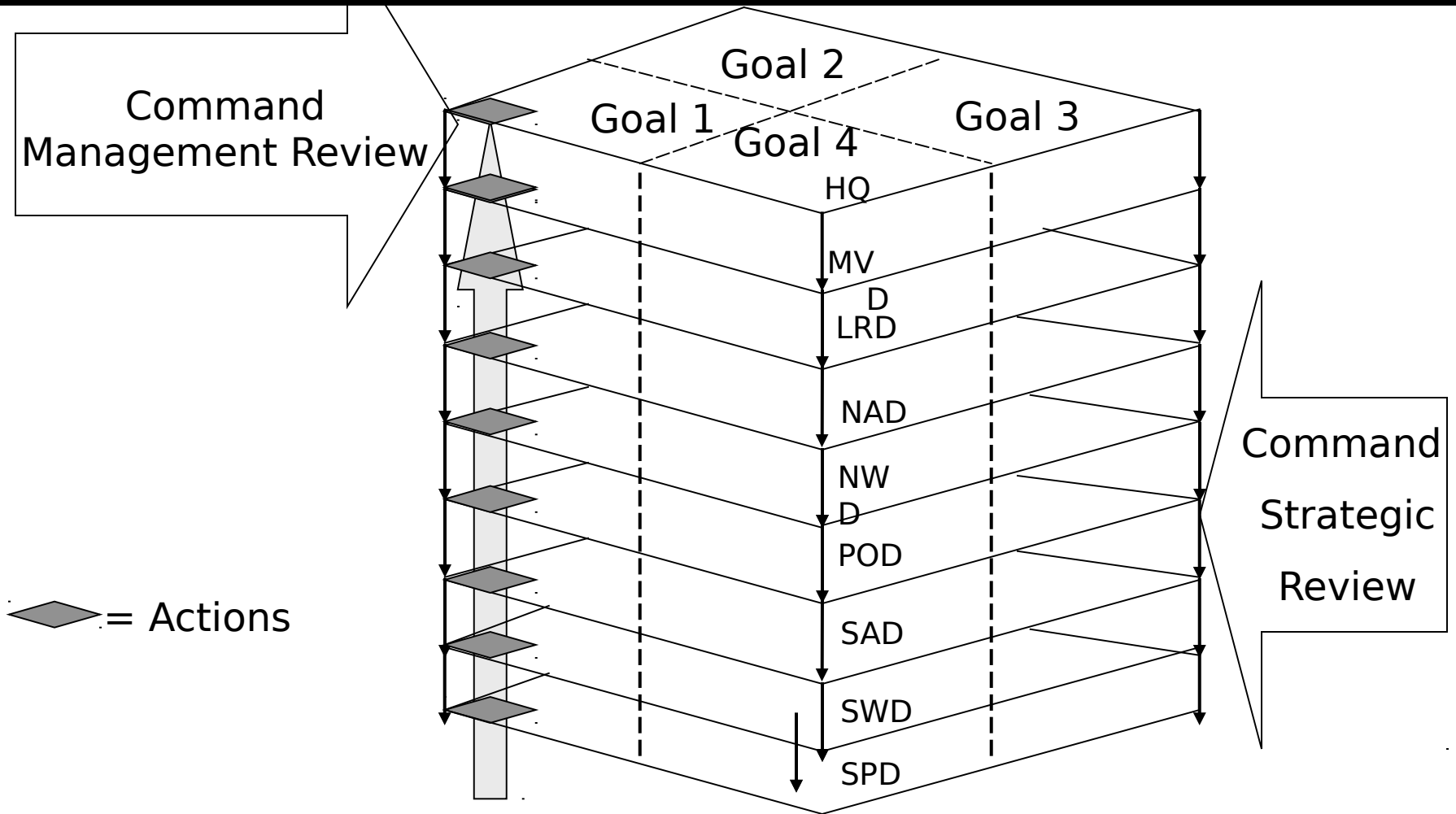

Refreshed Campaign Plan
Goal 1

Champions: Dr. Barb Sotirin and Mr. Ed Hecker
Program Manager: Brenda Wyler

Deliver USACE support to combat, stability, and disaster operations through forward deployed and reachback capabilities

Goal 1a: Deliver USACE support to combat, stability, and disaster operations through forward deployed and reachback capabilities

Champions: Mr. Ed Hecker and COL Frank Ford

Action	POC Liz Miller (CECW-HS)	Key Tasks	Metric	Milestone	Target

Goal 1b: Prepare Theater Engineer Commands to support Combatant Commanders throughout the spectrum of conflict

Champion: COL Frank Ford

Action	POC	Key Tasks	Metric	Milestone	Target
Incorporate TEC capabilities into USNORTHCOM/ USARNORTH (NC/AN) disaster response and homeland defense Operation Plans (OPLANS) and Contingency Plans (CONPLANS). Determine impact of ENCOM-to TEC force structure transition on current COCOM CONPLANS Include Forward Engineer Support Team – Main (FEST-M) capabilities in T EC plans that support COCOM OPLANS and CONPLANS.	Bill Fritz (CEMP-O)	Determine TEC Army Unit Task List (AUTL) capabilities that support disaster response and homeland defense missions. Evaluate existing TEC OPLANS and CONPLANS and refine as required to account for TEC organizational changes and FEST-M capability enhancements.	Disaster response and homeland defense tasks identified TEC capabilities incorporated into NC/AN CONPLANS TEC COCOM support plans validated and approved		FY 10 – 416th TEC (1 year following Iraq deployment) FY 11 – 412th TEC (1 year following Iraq deployment)

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Establish Command-Wide USACE Family Readiness Program	Pat McNabb (CEHR) Elaine Gill (CEHR-D)	Place Community Support Coordinators (CSC) at the MSCs	Place one per MSC		30 Sep 08
			Place balance in all MSCs		30 Sep 09
		Provide information for deployed civilians	Documents and plans published		31 Dec 08

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Establish Command-Wide USACE Family Readiness Program	Elaine Gill (CEHR-D)	Issue USACE specific casualty management procedures and policy	Policy issued		30 Jul 08
		Implement USACE AFAP Program	USACE AFAP roles, responsibilities & structures determined	USACE policy issued	30 Dec 08

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Establish Command-Wide USACE Family Readiness Program.	Elaine Gill (CEHR-D)	Institutionalize USACE role in AFAP process	USACE AFAP program is robust	Submit USACE issues through AFAP USACE authorized AFAP delegates Participate in AFAP Conf USACE develops and forwards AFAP issues	8 Aug 08 30 Jun 08 Jan 09 30 Jul 09

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Ensure a ready workforce	Elaine Gill (CEHR-D)	Develop a program to train civilians who are deploying	90% of surge workforce trained Program in place to train on ongoing basis		End FY 08 End FY 09

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Ensure a ready workforce	COL Frank Ford (CEMP-O)	Publish validated GRD/AED staffing requirements	Positions identified by priority of fill, those requiring USACE experience		30 Jul 2008
	Shelia Dent (CEHR-E)	Implement AED-GRD staffing strategies	85 % of surge requiremts filled		31 Aug 08
			Backfills identified in 50% of cases		31 Aug 08

Goal 1c: Establish human resources and family support programs that promote readiness and quality of life

Champion: Ms. Jeannie Davis

Action	POC	Key Tasks	Metric	Milestone	Target
Ensure a ready workforce	Shelia Dent (CEHR-E)	Issue guidance regarding identification of deployable civilian positions	Draft published for review and comment Final guidance published		31 Aug 08 31 Dec 08

Goal 1d: Institutionalize USACE capabilities in interagency policy and doctrine

Champion: Dr. Barb Sotirin

Action	POC	Key Tasks	Metric	Milestone	Target
Innovations and Experimentation Program (CERD)	Brenda Wyler (CERD)	Collect Challenges Prioritize Challenges Find and match Solutions to Challenges Develop and allocate solutions to experiments Experiment on solutions Transition the winners	100% MSC/Divisions submit Challenges to CERAP Leadership Prioritizes 100% of Challenges Find/match solutions to top priorities utilizing COTT, academia, etc Develop solutions within top priorities or send to research All Top priorities have study or experiment Transition viable solutions to warfighter & civil support	100% of Challenges submitted w/in 30 days of event Completed annually/ updated semi-annually ERD find/match solutions within FY days for top priorities. CERD develop solutions within FY for top priorities 80% Experiments/100% Studies completed w/in 24 months 100% transition of viable solutions to warfighter and civil support	

Goal 1d: Institutionalize USACE capabilities in interagency policy and doctrine

Champion: Dr. Barb Sotirin

Action	POC	Key Tasks	Metric	Milestone	Target
Institutional Doctrine (CERD)	Brenda Wyler (CERD)	Reflect Capabilities in Regulations Influence new & existing concepts to reflect USACE current & emerging capabilities Develop new capabilities incorporating NGO/PVO,IO,& academia Establish & maintain Strong relationships in critical areas supporting contingency ops	USACE capabilities in appropriate Regulations Engage in 3 significant high priority areas with appropriate COCOM, Army, Coalition & interagency venue Develop 3 concepts per FY Document 95% of the relationships	USACE Capabilities incorporated during the regular review and updating of Regulations Integrate USACE into at least 3 exercises or L.O.E.'s each FY Integrate 3 concepts into the Innovations & Experimentation process each FY. Within 36 months of establishing a relationship it will be documented.	

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28 May 2008

USACE Priorities

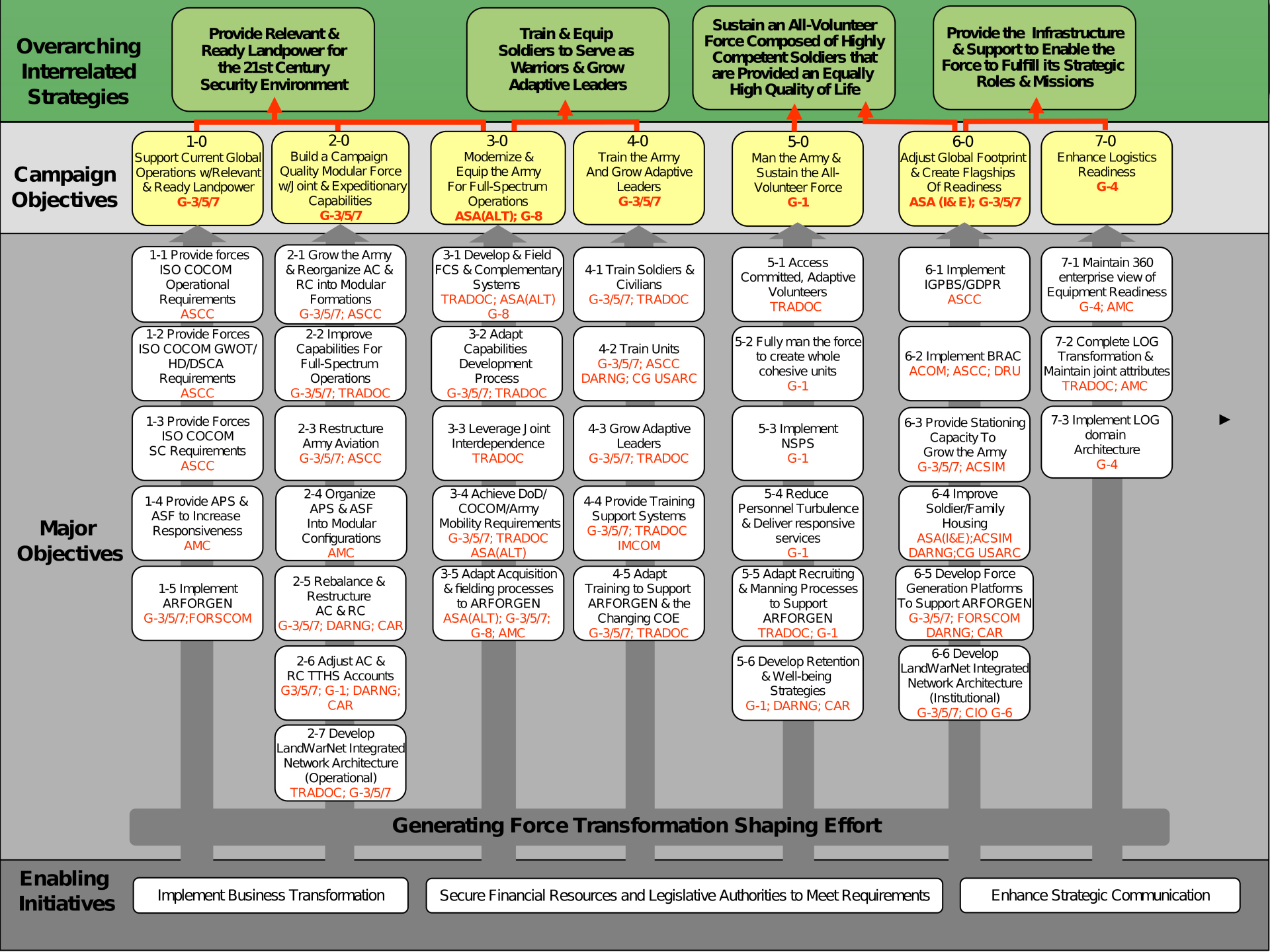
- Support the Global War On Terror and Expeditionary Forces
- Improve support to Soldiers, Civilians and their Families
- Complete the transformation of the Army ENCOM
- Enable Gulf Coast recovery
- Deliver, Military, Civil Works, Research and Development, and Regulatory programs and projects

USACE Tenets

- Communicate transparently
- Team with Industry
- Maintain mission focus

TEAM, Four Cs, Four Es

- TEAM
  - Trust, Excellence, All about People, Motivation
- Four Cs
  - Character, Competency, Commitment, Chemistry
- Four Es
  - Energy, Energize, Edge, Execute


Overarching Interrelated Strategies
Provide Relevant & Ready Landpower for the 21st Century Security Environment
Train & Equip Soldiers to Serve as Warriors & Grow Adaptive Leaders
Sustain an All-Volunteer Force Composed of Highly Competent Soldiers that are Provided an Equally High Quality of Life
Provide the Infrastructure & Support to Enable the Force to Fulfill its Strategic Roles & Missions
Campaign Objectives
1-0 Support Current Global Operations w/Relevant & Ready Landpower G-3/5/7
2-0 Build a Campaign Quality Modular Force w/Joint & Expeditionary Capabilities G-3/5/7
3-0 Modernize & Equip the Army For Full-Spectrum Operations ASA(ALT); G-8
4-0 Train the Army And Grow Adaptive Leaders G-3/5/7
5-0 Man the Army & Sustain the All-Volunteer Force G-1
6-0 Adjust Global Footprint & Create Flagships Of Readiness ASA (I&E); G-3/5/7
7-0 Enhance Logistics Readiness G-4
Major Objectives
1-1 Provide forces ISO COCOM Operational Requirements ASCC
1-2 Provide Forces ISO COCOM GWOT/ HD/DSCA Requirements ASCC
1-3 Provide Forces ISO COCOM SC Requirements ASCC
1-4 Provide APS & ASF to Increase Responsiveness AMC
1-5 Implement ARFORGEN G-3/5/7;FORSCOM
2-1 Grow the Army & Reorganize AC & RC into Modular Formations G-3/5/7; ASCC
2-2 Improve Capabilities For Full-Spectrum Operations G-3/5/7; TRADOC
2-3 Restructure Army Aviation G-3/5/7; ASCC
2-4 Organize APS & ASF Into Modular Configurations AMC
2-5 Rebalance & Restructure AC & RC G-3/5/7; DARNG; CAR
2-6 Adjust AC & RC TTHS Accounts G3/5/7; G-1; DARNG; CAR
2-7 Develop LandWarNet Integrated Network Architecture (Operational) TRADOC; G-3/5/7
3-1 Develop & Field FCS & Complementary Systems TRADOC; ASA(ALT) G-8
3-2 Adapt Capabilities Development Process G-3/5/7; TRADOC
3-3 Leverage Joint Interdependence TRADOC
3-4 Achieve DoD/ COCOM/Army Mobility Requirements G-3/5/7; TRADOC ASA(ALT)
3-5 Adapt Acquisition & fielding processes to ARFORGEN ASA(ALT); G-3/5/7; G-8; AMC
4-1 Train Soldiers & Civilians G-3/5/7; TRADOC
4-2 Train Units G-3/5/7; ASCC DARNG; CG USARC
4-3 Grow Adaptive Leaders G-3/5/7; TRADOC
4-4 Provide Training Support Systems G-3/5/7; TRADOC IMCOM
4-5 Adapt Training to Support ARFORGEN & the Changing COE G-3/5/7; TRADOC
5-1 Access Committed, Adaptive Volunteers TRADOC
5-2 Fully man the force to create whole cohesive units G-1
5-3 Implement NSPS G-1
5-4 Reduce Personnel Turbulence & Deliver responsive services G-1
5-5 Adapt Recruiting & Manning Processes to Support ARFORGEN TRADOC; G-1
5-6 Develop Retention & Well-being Strategies G-1; DARNG; CAR
6-1 Implement IGPBS/GDPR ASCC
6-2 Implement BRAC ACOM; ASCC; DRU
6-3 Provide Stationing Capacity To Grow the Army G-3/5/7; ACSIM
6-4 Improve Soldier/Family Housing ASA(I&E);ACSIM DARNG;CG USARC
6-5 Develop Force Generation Platforms To Support ARFORGEN G-3/5/7; FORSCOM DARNG; CAR
6-6 Develop LandWarNet Integrated Network Architecture (Institutional) G-3/5/7; CIO G-6
7-1 Maintain 360 enterprise view of Equipment Readiness G-4; AMC
7-2 Complete LOG Transformation & Maintain joint attributes TRADOC; AMC
7-3 Implement LOG domain Architecture G-4
Generating Force Transformation Shaping Effort
Enabling Initiatives
Implement Business Transformation
Secure Financial Resources and Legislative Authorities to Meet Requirements
Enhance Strategic Communication